ENVISION VIRGINIA BEACH 2040 COMMITTEE

REPORT



Committee Mission

To provide a thoughtful vision for Virginia Beach in the Region to achieve by 2040

May 15, 2012

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May 15, 2012

The Honorable William D. Sessoms, Jr., Mayor
Members of the City Council

Dear Honorable Mayor William Sessoms and City Councilmembers:

Over the last 16 months, we have had the privilege of leading the City's visioning initiatives. We arrived in these roles with vastly different backgrounds, experiences and perspectives. Interestingly, those differences proved to be advantageous in our visioning efforts. While our backgrounds differed, we were unified in our belief that the future of Virginia Beach and the region is bright.

We would be remiss if we did not thank you and the council for this opportunity. Your charge was simple yet profound: "Assemble a talented and diverse group of thoughtful leaders, seek input from the community and come up with a compelling vision of what our city should be 28 years from now." In other words, what would a "day in the life" be like for a citizen, family or visitor in our city in the year 2040.

First, the assembled group was first rate. Collectively and individually they were committed to creating a vision where citizens and visitors alike, could thrive, prosper and enjoy a vibrant abundant life. For their efforts, we thank each of them for their selfless service and commitment to the city and region.

Second, the group went to great lengths to gather facts from various segments within the community. Not only were our bi-monthly meetings open to the public, but we also held an open forum where we engaged the community on major trends and issues affecting us over the next 30 years. Throughout this process, various City departments proved invaluable in assisting the committee with critical insights, statistics and trending data.

Third, and most importantly, the group completed the task of offering a compelling, challenging, yet realistic vision of the future of Virginia Beach. And while our focus was not on how we would achieve this vision, we felt it was imperative that we highlight a series of bold steps that have to be accomplished if we are to realize the vision.

Lastly, we would be remiss if we did not especially thank the City Manager Jim Spore, Steve Herbert, Barry Frankenfield, Kathy Hevey, Charleen Cooper, Linda Stephenson, and Ron Berkebile for the superb administrative and logistical support they provided to the committee. Without their professionalism and expertise, our efforts would not have been successful.

In closing, it is our hope and desire that the city council share our excitement about how this vision will transform our city. We believe the council's adoption and implementation of this VISION will create one of the greatest cities in the world.

Sincerely,

Gary McCollum, Co-Chair
Senior Vice President and General Manager
COX Communications

John Malbon, Co-Chair
President and CEO
PAPCO, Inc.

Report Respectfully Submitted by the
Envision Virginia Beach 2040 Committee

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City Staff Support

Barry Frankenfield, SGA Department
Charleen Cooper, SGA Department
Linda Stephenson, SGA Department
Rob Berkebile, SGA Department
Kathy Hevey, Organization Development Office

Technical Support

Jeff Barba, Communications and Information Technology
Corey Sullivan, Communications and Information Technology
Central Library Research Staff
Media and Communications Staff

INTRODUCTION

Mayor's Appointment

January 11, 2011, the Mayor appointed a 13 member citizen visioning group to study and analysis current trends to determine the future of Virginia Beach in 2040. Where are we now, where will we be, where do we want to be?

Driving factors encompassed economic development, military presence, modes of transportation, safe and stable neighborhoods, transportation corridors, quality of education, employment for future generations, agriculture reserve, urban and cultural opportunities, recreational and environmental preservation.

The first phase of the Committee's work was understanding the forces affecting our community and the future. The Committee received presentations by experts and leaders on finance, comprehensive planning, cultural resources, economic development, education, housing, military presence, parks and recreation, travel and tourism, transportation, demographics, etc.

Simultaneously, the group conducted several Committee workshops, building a context map used for launching their visioning process. This work populated the assumptions and trends that will most impact the City's future.

The goal of the Committee was to create a compelling vision for the future that people will support and embrace.

VISIONING

Visioning is a process of determining a preferred future that draws on the values of the community and hopes for future. It provides a shared image of life 15 to 25 years forward. "It comes from the future and informs and energizes the present."[1]

A community vision focuses on people and their quality of life. It creates a mental picture that inspires and challenges by describing real results and reflecting the highest standards for the community. A vision emphasizes the community's unique qualities and provides a direction and motivation for change.

A vision is necessary to navigate through a rapidly changing world. It focuses on long term outcomes versus fixing a current issue/problems and surfaces the most significant trends that will impact the future. It provides a context for strategic planning, policy development, resource allocation, decision-making and marketing.

A community vision does not articulate specific steps or goals on how to achieve it. It provides the focus on the shared destination and serves as a guide for creating plans and establishing goals and objectives. Goals are specific, targeted things you want to achieve. They are the bridge from where we are today and the vision becoming reality. Goals and objectives are the incremental steps and may change based on current trends however, the vision remains constant.

Leadership for developing plans and strategies to achieve a community vision begins with City Council. How we get there is also the responsibility of the entire community. It means citizens, local government, educational institutions, businesses, neighborhoods, churches, non-profits, and the military work to make the vision a reality.

[1] "The Importance of Vision #5", John Graham

HOW TO READ THIS DOCUMENT

The first part of the document includes the Vision Statement and describes the Quality of Life in the Community in 2040. This sets the framework for how the community will look and what people will experience in 2040.

Life in Virginia Beach in 2040…. includes broad areas of focus that emerged during the visioning process. These Vision Elements provide an expanded description of the desired future.

In 2040… these are statements of what we have achieved, what people might experience and what the region, nation and world will say about us. These statements do not provide specific direction on how to achieve the Vision. That level of detail is the work of community, business, educational, and government leaders as they plan for the future and adapt to changing trends and issues.

A Day in the Life of… is a story describing a day in the life of someone visiting or living in the community in 2040.

Vision to Reality… identifies Bold Steps that will move the Vision forward. These are high level strategies and priorities that need to be implemented to realize the Vision, why these are critical to the Vision's success, and specific actions for Council to take.

Key Trends Shaping Virginia Beach in 2040... are external trends that have implications for the Vision. These need to be monitored so decision makers, strategic plans, policies, and regulations adapt to changing needs and issues as we move toward the Vision for 2040.

In the Appendix of the document the following information is provided:

- Opportunities and Assets
 - Current opportunities and that may be significant
- Challenges
 - Current challenges to monitor and/or address
- An outline of the Committee's process

VISION

Virginia Beach is the most livable coastal community in the world located within the southern Chesapeake Bay region, it is defined by its rich natural resources and exciting, diverse, and interconnected neighborhoods. We are united by our broad social, cultural and recreational offerings, a thriving regional economy and life-long learning opportunities that create a synergy where all citizens can live healthy lives, grow daily, continually reinvent, and prosper.

Quality of Life in 2040

Virginia Beach is a dynamic place to live, work, raise a family and grow older. We are friendly, caring, connected to one another and welcome visitors. Our neighborhoods provide a variety of affordable housing alternatives that meet the needs of all people including young professionals, families and senior citizens. All citizens have access to affordable high quality health care and life-long learning opportunities. We are environmentally conscious and a "green", healthy and safe community. Individuals, families and visitors value the wide diversity of cultural, recreational, entertainment, and natural resources that stimulate, strengthen, and revive the mind, body and spirit. We have a culture of volunteerism and civic engagement. Our network of faith-based, civic and non-profit organizations is engaged and enriches our community. We support initiatives that strengthen our region.

LIFE IN VIRGINIA BEACH IN 2040

The vision describes how the community will look and what people will experience as residents and visitors. There are some compelling images that broaden and reveal more of life in Virginia Beach in 2040. These elements are central and create focus in planning for the future, moving us closer to the Vision for 2040.

The Vision cannot be achieved without success in all of the elements. They are organized in the report and not ranked.

Connected Community

Learning Community

Diverse Community

Unique Environment

Active Lifestyle

Thriving Economy

Connected Community

Virginia Beach is a well-planned community of exciting, diverse neighborhoods, each offering unique opportunities to live, work, play, and grow in a culturally rich and safe environment. Our neighborhoods and residents find interconnectivity through our award-winning multi-modal transportation system, the ubiquitous presence of broadband communication technologies, and most importantly by building a deep sense of community.

In 2040

What we have achieved, what people might experience and what the region, nation and world will say about us.

- For the fifth year in a row, Virginia Beach is named "The Most Livable City in the United States"
- Each neighborhood provides an array of recreational and cultural activities to strengthen the body and excite the mind.
- The diversity of our residents is seamlessly infused and celebrated throughout our neighborhoods.
- Neighborhoods and business districts are free of blight and are aesthetically pleasing to the eye, built with a focus on conservation, easy to get around and safe for citizens to explore.
- Mixed-use communities provide residents with opportunities to live, work, learn and play.
- Residents take pride in their neighborhoods.
- A well-planned light rail system and a network of bike paths and pedestrian walkways interconnect our neighborhoods and provide access for all citizens to all parts of the City.
- Citizens, businesses and visitors have access to advanced broadband technologies that efficiently and effectively supports regional interconnectivity as well as global commerce.

Connected Community

A Day in the Life…of George

George King gets up early to jog before starting his workday. Leaving his condo, he waves to several neighbors running or walking their dogs and goes about a mile before turning toward the Thalia neighborhood where he meets his jogging partner, Judy. As they continue their run, they laugh about the "old days in 2012" when they would have to jump in their cars and meet at a park or gym if they wanted to run together. They complete their morning trip around the neighborhood trail and agree to meet around 4:30 before heading up to Richmond for the opening of the New Multi-Media Art Exhibit.

George is working from home this morning, consulting with colleagues in Finland and Japan via a conference cloud, sharing designs, solutions and new ideas. He is the lead engineer for an experimental transportation district in the City designing a multi-modal system that meets the unique needs of a retirement community. After the conference call he catches the light rail on the corner and heads out to have lunch with his parents and talk with the neighbors about how the new system is working.

George's parents, George Senior and Ellen have been living in the community for several years. The neighborhood is small with a landscaped courtyard and common walkways and backyards that make it easy for residents to get to know each other. The energy efficient homes are also designed to recognize when temperatures need to be adjusted and provide residents with tele-medic access to their doctor's office to make appointments, do med checks and have follow-up visits from home. George's newly designed pavement system accommodates turbo wheelchairs making it much safer and easier for many of George and Ellen's neighbors to get to the stores and restaurants in the area.

While walking around with the neighbors he gains more insight about what is going well and where he needs to adjust plans. He makes changes to the design as they go, simultaneously alerting his colleagues overseas of the adjustments. The changes will help the community but also the next neighborhood.

Since he's running a little late he takes advantage of the car-share system. He steps into the car, gives his code and the car scans the city grid for the most efficient trip to his condo. Arriving home around 4:30, he prepares for the evening and joins Judy and friends at the light rail station and high speed connection to Richmond.

Learning Community

We have a comprehensive approach to formal education and broader learning opportunities for citizens at all stages of life that supports their ability to learn, grow and prosper. We believe in and support an educational continuum that begins at birth and lasts a lifetime. Individuals, families, government, and businesses know and accept their roles preparing citizens to be successful throughout their life.

In 2040

What we have achieved, what people might experience and what the region, nation and world will say about us.

- All students entering kindergarten are ready to succeed academically in K-12 because of prenatal care and early childhood initiatives.
- High school graduation rates approach 100% and the majority of graduates are enrolled in college or apprentice programs.
- Higher education, apprentice programs, and skill certification efforts are aligned with the talent needs of business and industry within the region.
- We are recognized for the number of residents over the age of 50 pursuing continuous learning opportunities and seeking intellectual stimulation.
- Students are prepared for success at every stage of their educational journey.
- Educators fully employ state of the art technology that provides greater accessibility to resources and teachers thereby maximizing the efficiency of our investment in education.
- Teachers are valued and well compensated. There is zero tolerance for continuous and uncorrected underperforming educators in the classroom.
- Older citizens and younger generations interact so that both may share knowledge and experiences.
- Partnerships and collaboration among the region's higher education institutions create nationally recognized centers of excellence.
- The region is known for the intellectual curiosity of its citizenry and the opportunities available to pursue knowledge and life-long learning.
- Virginia Beach as a model for successful education.

Learning Community

A Day in the Life…of Ruth

Ruth, Assistant Superintendent of Students is reviewing the most recent student reports and once again she is excited by the results. Children at every age and education level are excelling in core content, expanding their individual learning goals, and taking advantage of the diverse learning opportunities available. The reports also clearly demonstrate the influence a collaborative educational systems, businesses, informal learning communities and global content scholars have impacted students. She pours a cup of tea and retrieves two student profiles to review.

Tristen is 15 and just completed his formal course work. He has been accepted into an apprentice program with a high tech renewable resources company here in the City. In looking over his Annual Learning Strategy, it is clear Tristen understands and can analyze the core concepts. For each area of study he recorded innovative learning goals, encapsulated uncertainties and listed new things he'd like to explore. His Learning Strategy helped his learning coaches relate and refine core content and identify virtual learning opportunities focused on his key interests, technology and the environment. Through a partnership with local businesses they also found a mentor in the company where he will begin his career. Tristen is on his way!

Kaylee is another success story. She is just beginning her third year of formal learning and has surpassed everyone's expectations. Ruth was her learning coach when Kaylee was two years old and enrolled in an early learning development program. This Quarterly Learning Strategy reinforces the impact of early instructional programs and authenticates the impact of global learning resources and opportunities for inclusion students. Smiling, Ruth quickly cybernetics a message of congratulations to Kaylee, as Ruth stores Kaylee's file.

Ruth has one more thing to do before she ends her workday; she needs to do more work on her recertification as a learning coach. She's completed the required segments but a new dialog has launched across the country on reassessing gamification. After an hour of virtual simulated listening and reviewing content, she joins the discussion and poses a new hypothesis taking the dialog in a new direction. Now it's time to relax.

Leaving her office she heads over to the Learning Center hoping she can pull her mother away for dinner and a stroll on the beach. She knows it won't be easy; her mom loves the hours she spends at the Center. Ruth's mother brings students throughout the City together with older residents, creating opportunities to enrich their understanding of the community's diverse history and population. This work is in addition to her regular work; Mom is back in school for an art degree.

Diverse Community

Our community-wide culture embraces and values all citizens and visitors with regard to ethnicity, national origin, gender, sexual orientation, age, socioeconomic standing, physical abilities, or religious beliefs. We address the processes and norms that ensure engagement, collaboration, fairness, respect, understanding, and trust exists between all populations within the community.

In 2040

What we have achieved, what people might experience and what the region, nation and world will say about us.

- The community is a recognized international leader for being inclusive and celebrating diversity in all of its forms.
- We have the largest number of successful minority and women owned businesses in the State and in the Region.
- City policies, procedures, and results reflect a zero tolerance approach to actions or efforts that stereotype, profile or denigrate any particular segment of the community.
- Minority student performance leads the nation.
- Business, civic, and educational leadership reflects the diversity of the community.
- The City has negligible gaps in earning potential, unemployment, and overall economic vitality.
- Face to face and electronic forums are prevalent throughout the City where citizens from various backgrounds meet and have courageous conversations.

Diverse Community

A Day in the Life…of Federico Ortiz

It's early afternoon and has already been a busy day for second-term Mayor Federico Ortiz. This afternoon he is hosting a panel discussion and an open dialog with the Urban League, an international business delegation, and a global audience to discuss how the community has come together over the last 25 years to ensure engagement and build understanding and respect within and among the many diverse groups in the City.

He is particularly proud of the panel that has been assembled to talk about the journey, Virginia Beach native and U.S. Senator Brenna Harold will be joining him, as well as business, educational, civic, and church leaders. Mayor Ortiz knows the real stories and lessons will come from the citizens who are joining the discussion from home or the many Learning Centers throughout the City. Knowing his neighbors and constituents, he's confident there will be broad representation and views from the diverse community. The heart of the message will come from them as they talk about successes, challenges, and what we still have to learn.

As he waits for his Smart Car, he reflects some of the impacts that have influenced the kind of relationships and community we enjoy today. He remembers the first time his parents went to something called a "living room conversation" and hearing about something called a "civil conversation." This seemed so odd to a 16 year old. Around that time, there was a lot of discussion about the diversity of the neighborhoods and how communities began to have annual celebrations to highlight their heritage. Looking back, so much focused on making connections, establishing relationships, and learning how to find common ground for constructive conversations.

When he moved back to the City after graduate school, one of the first things he noticed was the emphasis placed on building cultural competencies and how it made sense for a global municipality. Every employee from leadership to entry level had learning tracks and annual reviews that focused on generational and cultural awareness, consequences of assumptions, and understanding cultural attitudes toward hierarchy, punctuality, relationships, and risk taking. The municipality took this a step further by asking employees of diverse backgrounds to serve as cultural coaches.

The robotic voice from his Smart Car states, "Mayor, your transportation is ready."

As he heads outside he records a few quick notes for himself: students of all ages from diverse family backgrounds are performing at the same level - the superintendent should cover that; highlight the influence of church and non-profit leaders; address diverse housing and childcare needs; be sure the seniors at the Cultural Learning Center show off the art section; cover the impact of transparency in government.

And the day continues……..

Unique Environment

We value and enhance our greatest natural assets, a broad array of coastal resources that includes beaches, waterways, farmlands and wetlands. We are a model community for clean air and water, and our commitment to environmental sustainability. Local foods, open space and parks contribute to the overall quality of life and healthy living.

In 2040

What we have achieved, what people might experience and what the region, nation and world will say about us.

- We are defined by our interconnected parks, waterways and bike paths throughout the entire City.
- The ocean and abundant waterways provide opportunities for all people to experience a variety of recreational and learning experiences associated with healthy coastal living.
- Our beaches are international destinations.
- We are a community known for our healthy style of living.
- Our farmland and sustainable farming practices are key drivers in our community and produce a safe, abundant, and sustainable food supply.
- Quality local seafood attracts and delights residents and visitors.
- Parks and outdoor recreation amenities are key elements of the community's healthy lifestyle.
- Tree canopy is 50% of our landmass.
- We have achieved net-zero pollution.
- We are a fun place to paddle, walk, bike, and recreate year-round.

Unique Environment

A Day in the Life…of Sam

Sam (Samantha) is an environmental specialist in one of the City's highly respected life-long learning centers located along Nawney's Creek. As she waits for several of her volunteers to check-in, she thinks about things they might include in their eco-tours, the virtual learning communities they manage, and how the information might be pushed to the school system's learning coaches as they design modules for students who have an interest in the environment, geology, and botany. As Sam waits at the bicycle parking and shuttle stop, she appreciates how it has reduced the need for a large parking lot.

Virginia Beach is really a unique place, the miles of beach shoreline, navigable waterways, wetlands, farmland, and open space make is a truly unique place to live. From the early 2000's the City, community and businesses have worked hard to improve the quality of the overall environment, working to increase the tree canopy and exceeding air and water quality standards.

Sam thinks about how thankful she is to live in Virginia Beach, a city that has taken important steps to protect and improve the natural environment. Years of implementing environmental initiatives for the city's waterways have created clean water which allows for fishing, swimming, and shellfish harvesting. The bass have returned to Back Bay, oysters are thriving in the Lynnhaven River; and, the Chesapeake Bay has met mandated water quality standards with tremendous improvement in underwater grasses. The tree canopy has been improved to exceed the 50% canopy goal established about 20 years before. All these efforts attract residents globally and continues to make Virginia Beach a highly desired destination for tourism.

The tour starts with a brief presentation on the unique geography of the City and everyone takes the opportunity to visit a small museum that illustrates our conservation efforts. The group then launches kayaks into the tree-lined Nawney's Creek and paddle their way to Back Bay. They have the opportunity to spend several hours at the refuge and enjoy a picnic lunch before heading back.

They arrive mid-afternoon and have an opportunity to stop at an organic farm for an introduction and taste testing. Sam talks about the Buy Local Eat Fresh movement that started 25 years ago and how it's now standard operating procedure for large and small restaurants in Virginia Beach. Sam provides information on local dining experiences and outlines the next day's adventure, exploring the Lynnhaven and its tributaries.

Sam found the day exhilarating! As she traveled home to the Kempsville area utilizing the bike lanes and shuttle service, she appreciates and enjoys experiencing Virginia Beach without a vehicle.

Active Lifestyle

Cultural and recreational opportunities enhance the regional economy and provide emotional and intellectual opportunities for expression, education and entertainment. Citizens of all ages, individually and as families, experience the natural resources, restaurants, museums, aquarium, recreation centers, and entertainment venues in the region to stimulate, strengthen, and revive the mind, body and spirit.

In 2040

What we have achieved, what people might experience and what the region, nation and world will say about us.

- The region's diverse performing and cultural arts offerings provide distinctive elements that appeal to all ages and parts of the community and "events" that generate interest, excitement, entertainment and support tourism.
- Fifth year in a row recognized by Cyber Medic magazine as a "Fit" community
- Public art is displayed throughout the City.
- Local festivals reflect the diverse backgrounds and cultures of our citizens.
- Students are exposed to the arts through a variety of opportunities, both instructional and in their daily lives.
- We are known for our amateur athletic events and draw national and international competitions.
- Our natural environment and conservation efforts are celebrated in our museums and cultural offerings and attract regional residents and national visitors.
- Citizens and visitors enjoy professional sports.
- The Virginia Aquarium is the benchmark for US aquariums.
- Residents and visitors of all ages take advantage of our beaches, parks, bikeways, athletic venues, recreation facilities, and neighborhood trails to sustain a healthy lifestyle.

Active Lifestyle

A Day in the Life…of the Morris Family

The Morris household is up early on most Saturdays and breakfast is an important time to "check in" before they all begin their busy day. "Where's mom?" asks Joann.

"You know your mother," says her dad, "set in her ways, at 74 years old she has to have fresh strawberries from her garden for breakfast."

Looking out the window Joann watches her mother picking berries in the shared garden between the main house and her parent's modular apartment. She's happy that both her parents are still healthy and active and more than relieved that they are close by should they ever need assistance. "What are your plans for today, Dad?"

"Your mom and I are going to take the shuttle and meet Sam at the "Pleasure House Point Environmental Station. There is an eco-tour senior group from Europe coming in on Tuesday and we are guides for the walking tour. It's been awhile since we've volunteered there so we want to walk the trails. Then we are going to meet the Kings for lunch at the Oceanfront."

Riley slips into her seat and joins the conversation. "That sounds like fun, gramps." "Mom, afterwards maybe you and I can check out the park for next weekend's *Art in the Park Show.* Then I'll take the bike trail to Nala's house so we can finish our sketches. We need to go to the Learning Center and fire her last earthenware pieces. Everything has to be finished for the show. I promise I'll be here in time for tonight's big game."

"That's fine dear, just let me know if anything changes. I'll leave from the park and ride to the soccer fields. Michael, what time is the game?"

"We play the British team at 10:00 and if we win we play the winner of the Italy and Spain game. The championship is tomorrow. Wouldn't it be great to win the Junior World Soccer Championship?" "Hey Dad, where have you been?"

"I wanted to get a run in before we head to the field. Have you all seen the new trail connecting to the Salazar's neighborhood? It's great! I'm going to shower and then look over the game plan before we head to the field. By the way, your mother and I invited the coach from the British team and his family to join us tonight for the game."

Joann's mom finally walks in and Riley greets her. "Good morning Grandma! Are you and gramps going to the game tonight?"

"Wouldn't miss it Riley! We have to support the home team. I can see the headlines… *Tridents* - 2040 NBA International Champions!"

Joann smiles. Let the day begin…

Thriving Economy

We have a thriving regional economy that leverages our assets with high employment and dynamic business growth. We educate, attract, and retain a talented and diverse workforce and provide a broad base of employment with an emphasis on high paying jobs.

In 2040

What we have achieved, what people might experience and what the region, nation and world will say about us.

- The region is the premier East Coast destination for domestic and international tourists.
- Agriculture presence remains significant due to proactive strategies and initiatives.
- Business, academic institutions and governments collaborate to develop and align the skills of the workforce to meet business needs.
- We are renowned for medical science research.
- Military presence remains significant due to proactive strategies and initiatives that support the changing needs of military.
- Businesses are innovative and create partnerships and entrepreneurial opportunities that sustain the economy.
- Wind and alternative energy industries help drive our economy.
- Businesses select Virginia Beach as a premier location due to its qualified workforce, business friendly climate, and community assets that support business growth and success.
- International trade has grown and diversified because of our strong economy and international ports.
- The synergy from the academic centers coordinating research results in a culture of entrepreneurship and a continuous flow of successful start-up companies.
- Travelers are connected to national and international destinations through the ease of high speed rail and an international airport.

Thriving Economy

A Day in the Life…of Renia

Renia Kuroki is excited about today's business meeting. She will be hosting an international delegation of business leaders who are interested in expanding their companies or looking for a headquarters location. She wants to be sure to emphasize to the executives the diversity and quality of the workforce as well as the unique qualities of the community that make not only a great place for their business but also their families.

Reina Kuroki first fell in love with Virginia Beach 30 years ago when she was part of the Sister City delegation from Miyazaki, Japan. Today, she's the chief executive officer of Global Recycling & Packaging, Inc., a Fortune 500 company located in the Entrepreneurial Academic Research District. Her business is one of several large companies on the Fortune list, Second Wind Power Industries, Carlton Genetics Lab and RCG Simulation Systems are three companies that began as small businesses in the City.

She greets the delegation at her headquarters and after a tour she shares her story about moving her business to Virginia Beach. Renia provides them with a virtual tour of the Southern Chesapeake Bay region, highlighting the unique assets that contribute to the globally interconnected economy particularly the region's international airport, high speed rail system, and the communications network.

Renia then begins what she considers to be the most important part of the day, providing them with the opportunity to experience the local community. They head down the main route toward two of the neighborhood hubs that truly represent the cultural diversity of the City and local businesses. They dine in a small Nigerian restaurant that is noted for its traditional dishes and use of local seafood and vegetables. They visit several local shops, a small art gallery and have an opportunity to mingle with the neighbors.

They day ends at the Oceanfront were they watch the preparations for the 67th Annual Boardwalk Art Festival that begins the next day. As they head back to their hotels, Renia talks about her decision to move here.

"I moved my company from Tokyo to Virginia Beach because this city really knows how to support fast-growing businesses," says Reina. "The key to our continuing growth has been the collaboration between the business community, academic research centers and local government."

"My entire staff — from the executive suites to the manufacturing center — has come to call the City home. We love our safe neighborhoods; great schools; skilled workforce; the beautiful, green environment; and healthy life style. The cultural and recreational facilities are world-class, and the transportation systems here keep our business moving forward."

VISION TO REALITY

The Community Vision creates a mental picture that inspires and challenges by describing real results and reflecting the highest standards for our community. To achieve the Vision it must be grounded in specific strategies to move toward the desired future. Bold Steps provide focus to begin the work and provide direction.

Bold Steps demonstrate our commitment to the Vision and communicate the serious intent of leadership. These are high level strategies or actions that stimulate other activities and move the community, government, business, education and non-profits toward that Vision.

Bold Step: Regionalism

City Council leads the effort to build a strong, effective regional coalition to leverage the region's assets and creates a culture of collaboration for the success of the Southern Chesapeake Bay Region.

Why:

- We can only succeed as a region
- Leverages each community's strengths, reduce competition, generate savings
- As the largest City in the Commonwealth we need to take a leadership role
- Reduces the cost of local services through sharing resources
- Everyone in the region wins
- Capitalizes on the interconnectivity of the region
- Allows us to market the region
- Region speaks with one political voice/clout

Bold Step: Invest in Early Childhood Education

Increase the level of commitment and investment in early childhood education in order to ensure children are successful in K-12 and in life.

Why:

- Students with greater potential
- Successful adults
- Increase earning potential that supports the economic growth or individuals and the community
- Safer community

- Reduction in the cost of the criminal justice system
- Reduce human service needs and subsidies
- Workforce that is prepared for the future
- Reduce the overall cost of education

Bold Step: Transportation

City Council makes transportation a key priority, focusing on multi-modal means of connecting within our neighborhoods, across the City, region and beyond.

Why:

- Vibrant successful communities rely on mobility through transportation connectivity
- Neighborhoods, learning, leisure and economic success all rely on a successful transportation network
- Enhances the overall citizen and visitor experience
- Citizen safety
- Reduce automobile traffic
- Clean air – healthy environment

Bold Step: Vision Into Action

Establish an ongoing *Vision to Action Citizen Coalition* to monitor and measure alignment of Council's planning and implementation of the Community Vision

Why:

- The community owns the Vision
- Broad representation to ensure community input and buy-in
- Ensure current council and future councils sustain a consistent focus on implementing the Vision
- Alignment with vision – strategic planning, decision making, policies and procedures at the Council and government levels

Key Trends Shaping Virginia Beach in 2040

We know that there will be many changes over the next 28 years that will impact our ability to create the kind of community we desire. These *Key Trends* will change the community and have implications for the future. These are trends that need to be monitored so decisions, strategic plans, policies, and regulations adapt to changing needs and issues as we move toward the Vision for 2040.

While the City of Virginia Beach embraces and recognizes its unique qualities and characteristics, many of the City's future challenges will have common trending dynamics with Hampton Roads, the Commonwealth of Virginia, and the United States.

In preparation for 2040, four sociological factors will likely influence the nature of the City's composition. *The factors are demography, technological advancements, environmental sustainability, and the economic landscape.*



Demographically, as Virginia Beach's population reshapes the community, most residents and workers will notice a progression toward the graying of their neighborhoods (the Silver Tsunami), a shift toward a larger minority presence, and a change of housing desirability standards.



Led by Millennial generation research and development professionals, *technological advancements* will enable household and workplace efficiencies and productivity; they will facilitate highly complex and streamlined social, information, and workplace networks; and they will empower private enterprises to customize specific human health products, minimally invasive microbiological exploratory devices, and tourism augmented realities.



Environmentally, for many, their lifetime endeavor will be to develop a sustainable community, alleviate rising sea levels, mitigate coastal erosion, discover alternative fossil fuel energy options, and feed a growing local and global population.

Economically, federal, state, and local government activities have potential to shape the local marketplace. Military sustainability or growth uncertainty will be an ongoing contemporaneous challenge; moreover all government funding sources for core services and infrastructure will determine long-term transportation options, educational breadth, and social intervention.



Demographic Trends

Demographically, the three key trends shaping Virginia Beach's future are an aging community (perceived by current residents as more important than population growth), a growing minority population, and changes in household composition.

Aging Trends Shaping Virginia Beach

Between 1946 and 1965, a prolific Baby Boom generation represented 76 million children. During this period, on average, 3.8 million children were born annually. With new medical technology prolonging life and health awareness supplementing longevity decisions, U.S. life expectancy has increased to an average age of 78 (males 76 and females 81). According to the Boomer Project, due to life expectancy increases, the percentage of Virginia Beach residents 65 and older will increase from a ratio of 10.6% (2010 census) to 22% in 2040 (the Age Wave); moreover the Caucasian senior population of 20% will equal the youth minority population. With life expectancy increasing and Baby Boomers working longer, lifestyle expectations and dynamics will be the top tier core value prompting change.



According to the Virginia Department of Aging (VDA), Residents exceeding 85 years (5,630 in 2010) will also likely increase dramatically. This age group will create economic opportunities for the community; their health will likely be less than optimal; additional demand for nursing home care will be required; and more medical services will be necessary. Innovative caregiving support networks will evolve, whereupon credit is given in exchange for caregiver services rendered (Transition Networks), and elderly self-supporting communities will evolve (Naturally Occurring Retirement Communities).



In 1990, women aged 65 years and older exceeded men by 42%. In 2010, this ratio declined to 37%, and according to the VDA, by 2025, the ratio could be as low as 18%. This implies couples will remain together longer and will likely age in place.



Minority Trends Shaping Virginia Beach



According to the 2010 census, Virginia Beach's non-Caucasian population was 32.3%. African Americans comprised the largest minority group representing 20.7% of the community. According to the Bureau, by 2042, the sum of all minority groups will exceed the Caucasian race. As time progresses, new generations will likely identity less with historical racial and cultural struggles and will become ambassadors for diversity acceptance.

According to the Southeastern Institute of Research (SIR), by 2030, the City of Virginia Beach's population is projected to reach 530,000. In 2010, 4.0% of Virginia Beach residents claimed more than one race. By 2040, as interracial relationships become more commonplace, those claiming more than one race will likely increase.



Demographic Trends (con't)

Household Trends Shaping Virginia Beach

As Virginia Beach Baby Boomer residents age, there will be greater demand for senior housing



options. Dependent upon each individual's healthcare need, age, family structure, cultural inclinations, and financial circumstance, options will range from multigenerational households to nursing homes. With people living longer, more four to five multigenerational households will emerge. According to the Pew Research Center, 49 million Americans (16.1%) currently live in multigenerational households.



In 2010, Virginia Beach single parent families represented 10.3% of all households. Nationally, 33% of all households are single parented, and 67% of these have a female head of household. This trend has been supported by a consistently high U.S. divorce rate of 5 per 1,000 people (highest among all nations); moreover the Millennial generation is tending more toward single member parenthood rather than marriage.



Generation X, Millennial families, and professionals are gravitating to urban areas. Desiring multi-modal transportation options, efficient travel times, and minimal vehicle maintenance costs They desire urban hubs connected by rail systems and the opportunity to live, work, and play centrally. This will likely result in less demand for suburban home ownership.

Technological Trends

Technologically, the three key trends shaping Virginia Beach's future include the rapid transformation of household and office functionality, facilitation of revolutionary communication interactivity, and discovery and manufacture of lifestyle enabling devices.

Functionality Trends Shaping Virginia Beach

With personal computer ownership commonplace, information gathering and hyper-connecting will thrive as routine household, workplace, and recreational necessities employing



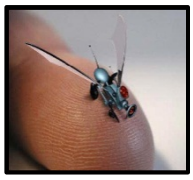
ample access capabilities, robust search engines, instantaneous processing speed, and device miniaturization. Low cost computer chips will be embedded within building infrastructure enabling intelligent walls throughout. Clothing, jewelry, and eyewear will serve dual purposes: fashion and information gathering. Red laser applications will place knowledge at users' fingertips. As artificial intelligence becomes more sophisticated and begins improving itself (technology singularity), stationary and mobile robotics will be able to perform a number of complex humanistic tasks.

Communication Trends Shaping Virginia Beach

As electronic processing times diminish and devices become more efficient, voice, video and data traffic will be able to travel seamlessly between individuals, homes, and businesses. Social networks will accommodate massive content sharing needs.

Lifestyle Device Trends Shaping Virginia Beach

To facilitate device miniaturization, tactile functionality will become almost obsolete with voice



recognition augmenting electronic virtual realities and device activation. Where miniaturization is unimportant, keyboards and mice will be replaced with touch screens. News will attain real-time status and newspapers, magazines, books, credit cards, and other disposable commodities will fade in importance. Nanotechnology will empower the medical profession to observe and repair the human body utilizing minimally invasive body-bots. Genome scans and DNA testing will become an ordinary and affordable method for creating pharmacokinetic medicines.

Environmental Trends

Environmentally, the three key trends shaping Virginia Beach's future include potential damage to the City's delicate coastal and inland ecosystem, natural resource preservation efforts, and economic stimulation associated with the City's oceanfront tourism industry.

Ecosystem Trends Shaping Virginia Beach





While the City's inland waterways and oceanfront are treasured amenities, land mass sustains residential, business, and government activities. As sea levels subtly rise and encroach upon valuable waterfront properties (possibly 27 cm), long-term strategies will be necessary to minimize the change in existing wetlands, manage the creation of new ecosystems, mitigate the loss of farm and homeowner acreage, and maintain beach fronts. Virginia Beach is the second most threatened American city. Because the magnitude of the sea level problem is global, higher education will gravitate toward synergistic multi-institutional research and hyper-sharing for deriving long-term solutions.

Natural Resource Trends Shaping Virginia Beach

As the global population approaches 8 billion people, natural resources will become scarcer. Of particular concern will be fossil fuels and their impact on the environment. Along with ecological research, higher education will seek alternative energy sources and will develop methods for mitigating past emission damage and future carbon output. Emphasis will be upon halophyte algae biofuels, methanogen produced methane, Luna Ring solar energy, harnessing vertical-axis wind turbine power, capturing oceanic kinetic energy, and compressing natural gas. To support the growing global population and our local community, food production methodologies (i.e. Community Supported Agriculture) and technological advances (i.e. indoor vertical farms) will be introduced to maximize greater supply to accommodate future demand of 70%.



Tourism Trends Shaping Virginia Beach

Virginia Beach's resort area has natural beauty, aesthetically pleasing facilities, and the lure of recreation; however, at times, capacity issues limit tourism potential. With limited access, the public and private sectors will seek new (but similar) venues to attract tourism. The Back Bay and local riverfronts will offer alternative vacation spots with short commutes to the Oceanfront.



Economic Trends

Economically, the three key trends shaping Virginia Beach's future include the long-term effects of short-term military decisions, the local government funding structure, and the effects of automation upon the local workforce.

Military Trends Shaping Virginia Beach

Since 1775, excluding minor altercations, the United States has been involved in 13 wars. On average, the introduction of war occurred every 17 years, and the longest period of peace occurred between the Civil War and the Spanish American War (37 years). These irregular cycles and downsizing periods are endemic; furthermore, future troop efficiency reductions will be achieved by technological advances. With a significant reliance upon military installations, cyclical periods of growth/downsizing will occur, and sustainability will remain a key economic objective. The economy will continue to thrive on three factors: military personnel and program spending, a highly sophisticated military force commanding higher wages, and specialized private sector job creation opportunities.



Government Funding Trends Shaping Virginia Beach

Currently, in the Commonwealth of Virginia, localities are subject to restrictive Dillon Rule governance. Under the Rule, the Commonwealth must permissively legislate and enable locality tax levies. Enabling laws have placed a large burden upon property owners; moreover the Dillon Rule has created taxation inequities. For instance, the largest revenue source for sustaining core services is the real estate tax. In the future, State legislators will reconsider, modify, or eliminate the Rule.

Like the military, the local and national economy is cyclical. Contemporaneously, on average, a recession occurs every ten years, and dependent upon the magnitude, recovers within two to ten years. Reliant upon local and national economic fervor, government funding will remain dependent upon private sector activity. Proactively researching and planning for transportation infrastructure demand, educational trend necessities, and social assistance programs will create the foundation for cyclically robust periods (when funding will be available).

Workforce Trends Shaping Virginia Beach



While the trend toward increased technology will create employment, progressive changes will have a negative impact upon some basic job. Automation, robotics, and artificial intelligence will curb demand for administrative staffing and other mid-level occupations.



APPENDIX

Current Reality

- Opportunities
- Assets
- Challenges

Committee's Process

- Process Summary
- Presentation Schedule
- Visioning Context Map

APPENDIX

CURRENT REALITY - OPPORTUNITIES/ASSETS

Over the course of the last year, the Committee heard many presentations and discussed the implications for the future. The following is a list of items that the Committee identified as potential opportunities that should be studied, monitored and perhaps incorporated in strategic planning and policy decisions. Assets also present opportunities for future growth and development.

Opportunities

- Changing needs of the military
- Tapping talent from military reductions
- Alternative energy and fuels
- Medical and scientific research
- Organic foods and farming
- High speed rail and light rail
- Strategic Growth Areas
- Tourism
- Leverage Non-profits
- Changes in education K-12

Assets

- Natural Environment
- Proximity to port
- Level of volunteerism
- Contemporary leadership
- Uniqueness of the resort
- Level of amateur athletics
- Good neighborhoods
- Tree canopy and open space
- Parks
- Well planned community
- Clean air, water quality, neighborhoods
- Giving community – walks for charity, etc.
- Civic engagement
- Church and religious leadership
- High level of religious affiliation in the community
- Good education system
- Diversity of the community

- Best Managed City; talented city staff
- Recreation Centers, Libraries, Aquarium
- Safe community
- Regional cultural opportunities

Current Reality - Challenges

These are key issues that will impact our future. These items should be monitored, studied and possibly addressed through strategic planning and policy development. Key trends will also significantly impact these challenges.

- Lack of economic diversity
- Over reliance on the military and changing needs of the military
- Lack of focus on young adults 20 years of age - attracting and retaining young professionals; opportunities for jobs, housing and the life style they desire
- Current financial stress on individuals and families
- Health care costs for all citizens
- Housing – affordable housing and aging housing stock
- Aging City infrastructure
- Sustainability for the quality of life we have and desire for the future
- Diversity - our ability to be an inclusive community, open to new people, new ideas, etc.
- Changing demographics – the aging population and changes in life expectancy; changing households, multi-generational and single heads of households
- Managing technology – impact on jobs, the workforce, service delivery
- Higher education institutions taking a collaborative approach vs. competitive approach to education
- Sustainability of revenue resources to fund government services
- Outdated local government funding structure; reliance on real estate
- Dillon Rule
- Inability to fund transportation needs as a region
- Regional competition – we don't think as a region and don't have political influence as a region.
- Municipal and State legislative agendas are not aligned
- Politics vs. Leadership - short term decisions vs. long term

APPENDIX

THE COMMITTEE'S PROCESS

January 11, 2011, the Mayor appointed a 13 member citizen visioning group to study and analysis current trends to determine the future of Virginia Beach in 2040. The Committee developed their Mission Statement, committed to a meeting schedule, and immediately began populating trends impacting the City's future.

The Committee's ground work was understanding the forces affecting our community and the future. The Committee aggressively met bi-monthly over a course of 16 months receiving presentations by experts and leaders.

Simultaneously, the group conducted several Committee workshops, building a context map used for launching their visioning process. This work populated the assumptions and trends that will most impact the City's future.

Meetings open to the public, but we also held an open forum where we engaged the community on major trends and issues affecting us over the next 30 years. Throughout this process, various City departments proved invaluable in assisting the committee with critical insights, statistics and trending data.

In March 2012, an ambitious writing sub-group began meeting and populated a well thought out document that respected the work of the entire Committee and that everyone supported.

Meeting/Presentation Schedule

Date	Presenter(s)	Topic
2/4/11	Barry Frankenfield, SGA Manager Strategic Growth Area Office	Strategic Growth Areas
2/18/11	Dr. Koch, Professor Old Dominion University	"What's in Store for Our Region and Virginia Beach, 2011-2040"
3/4/11	Patti Phillips, Finance Director Finance	Financial Update
3/17/11	Susie Walston, Deputy City Manager	City Council's Vision 2024, City Council's Goals 2011, Governance Model and the City Businesses Areas
4/1/11	Warren Harris, Economic Development Director Cynthia Whitbred-Spanoulis, Economic Development	The business of Economic Development
4/15/11	Warren Harris, Economic Development Director Jerry Stewart, Economic Development	"Jobs, Growth, Employment and Trends"
5/6/11	Dr. James Merrill, Superintendent Dan Edwards, School Board Chairman Virginia Beach Public Schools	Future of Education in Virginia Beach K-12 and Compass to 2012 – a Strategic Plan for student success
5/20/11	Committee Workshop	

6/3/11	Lt. Col Thomas D. Netzel, Deputy Commander Joint Expeditionary Base Little Creek-Fort Story Brian Ballard, AICP, Community Planner Liaison Officer Joint Expeditionary Base Little Creek-Fort Story Scott Mohr, Public Affairs Officer Joint Expeditionary Base Little Creek-Fort Story Commander Robert Lee Rountree, Jr. (Retired) NAS Oceana Plans and Policy Department Craig Quigley, Executive Director of the Hampton Roads Military and Federal Facilities Alliance	Military - current assets
6/17/11	RADM Dick Dunleavy, USN (Retired) Military Economic Development Advisory Committee RADM Phil Olson, USN (Retired) Military Economic Development Advisory Committee Dr. Roger Whiteway, Ph. D (SES-6) Military Economic Development Advisory Committee Spencer Layne, Joint Expeditionary Base Little Creek-Fort Story	Military - future visioning
7/8/11	Cindy Curtis, Parks and Recreation Director Mary Cole, Recreation Brian Solis, Planning, Design and Development Wayne Wilcox, Planning, Design and Development Frank Fentress, Landscape Management Steve Wright, Administration	Participation and utilization trends, Virginia Beach Outdoors Plan, Bikeways and Trails Plan, Urban Forest Management Plan and Urban Tree Canopy Analysis
7/22/11	John W. Martin, CEO Southern Institute of Research and the Boomer Project Public Forum	Communities of the Future: Major Trends and Key Drivers Shaping How and Where We will Live, Play and Work
8/5/11	Lynn Clements, Virginia Aquarium Director Emily Labow, Office of Cultural Affairs Director Mark Reed, Historic Resources Coordinator	Arts, Culture and Historic Preservation
8/19/11	Jeryl Phillips, Comprehensive Planning Coordinator Andrew Friedman, Housing & Neighborhood Preservation Director, Bill Dore, Housing and Neighborhood Preservation	"It's Our Future" 2009 Comprehensive Plan; "The Future of Housing and Neighborhood Preservation"
9/2/11	Aubrey Layne, Commonwealth Transportation Board Dwight Farmer, Executive Director Hampton Road Transportation Planning Organization Mark Schnaufer, Transportation Planning Coordinator City of Virginia Beach	Transportation
9/16/11	Committee Workshop	
9/20/11	Progress report briefing to City Council	
9/23/11	Jim Ricketts, Convention and Visitors Bureau Director Al Hutchinson, Convention and Visitors Bureau	Tourism
10/7/11	Committee Workshop	
10/21/11	Clay Bernick, Environment and Sustainability	Environment and Sustainability
11/4/11	James K. Spore, City Manager	Governance; Challenges for the Future
11/17/11	Dr. Gary Yates, MD Senior Vice President and Chief Medical Officer, Sentara	Technology and Medical Trends

12/2/11	Marcy Sims, Virginia Beach Libraries Kevin Carobine, Virginia Beach Libraries Riley Kehoe, Grow Smart, Economic Development Jerry Stewart, Economic Development Lisa Howard, Smart Beginnings South Hampton Roads	Virginia Beach Public Libraries Early Childhood Development
12/16/11	Dr. Tony Atwater, President, Norfolk State University Dr. Sandra J. DeLoatch, Interim Provost & Vice President for Academic Affairs, Norfolk State University Harry Lester, President, Eastern Virginia Medical School David Harnage, COO, Old Dominion University Renee Olander, Assistant Vice President, Regional Higher Education Centers, Old Dominion University Dr. Deborah DiCroce, President, TCC Dr. Michael Summers, Provost Va. Beach Campus, TCC	Higher Education University Research and Development
1/6/12	Robert Morin, Human Services Director Kathleen Drumwright, Deputy Director Randall Thompson, Central Administration Director	Human Services
1/20/12	David Trimmer, Agriculture Director Dr. Terance Rephann, Weldon Cooper Center, UVA	Rural and Agriculture

January - March 2012

Committee Workshops developing report

March – May 2012

Writing Sub-group drafted a document that respected the work of the entire Committee.

May 2012

Document finalized by Committee and presented to City Council



Visioning Context Map



- The Vision must be setup, natured, and generational sustainable
- This Vision's structure will drive: Strategic Planning, Action Plans, Policies, Marketing, and Decision-Making for Council, Government, Citizens, Educational Institutions, Businesses, Military, Non-Profits, Neighborhoods
- Citizens should be about to find "themselves" in the Vision and take responsibly for "their" Vision realization.
- It will take courage and commitment to execute and must supersede politics